TAKE THE LEAD

Lessons learned during my transition from expert to manager

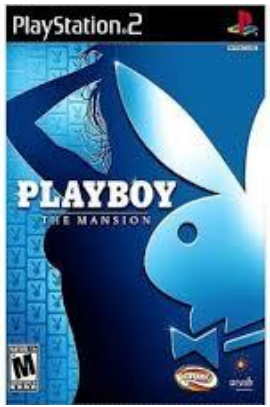
Sushama Chakraverty
Team Lead Programmer

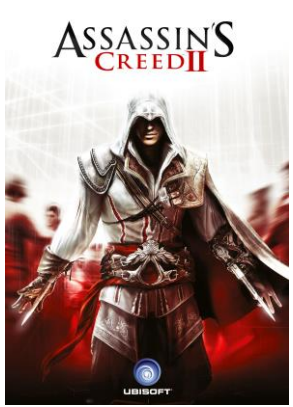
UBISOFT
UBISOFT TORONTO

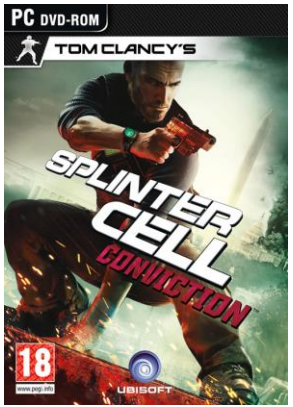
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UBM


XBOX
ONLY ON XBOX
DUNGEONS & DRAGONS
HEROES
Four Heroes,
One Goal,
Limitless Danger
ATARI


PlayStation.2
PLAYBOY
THE MANSION


ASSASSIN'S CREED II
UBISOFT


PC DVD-ROM
TOM CLANCY'S
SPLINTER CELL
CONVICTION
18
UBISOFT


TOM CLANCY'S
SPLINTER CELL
BLACKLIST


FARCRY4

OVERVIEW

- Expert vs. Manager
- What does a manager do?
- Would you like to be a manager?
- My experience
- Takeaways

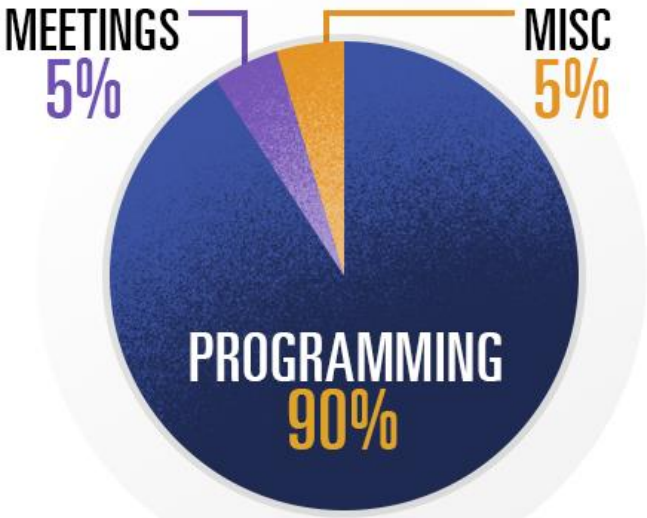
EXPERT

- 90% programming
- Programmer's POV
- Takes direction
- Works on tasks

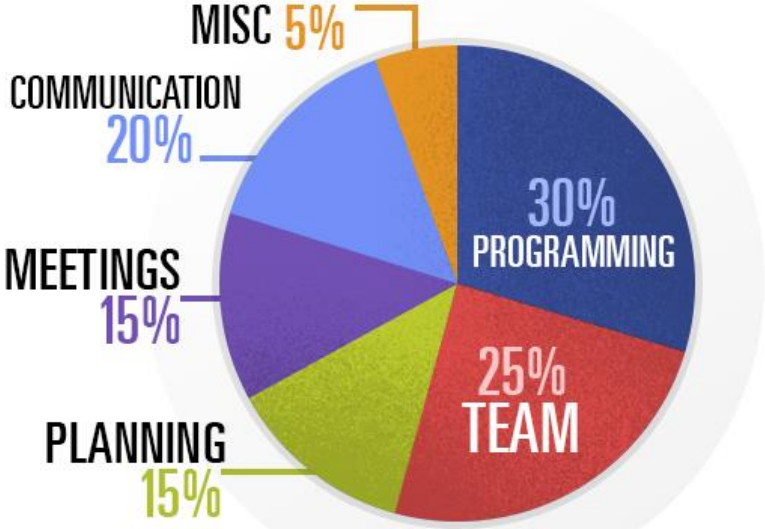
MANAGER

- Facilitator
- Reduced programming
- Management's POV
- Provides direction
- Plans, schedules tasks
- Builds team
- Communicates

PROGRAMMER'S **WORKDAY**



MANAGER'S **WORKDAY**

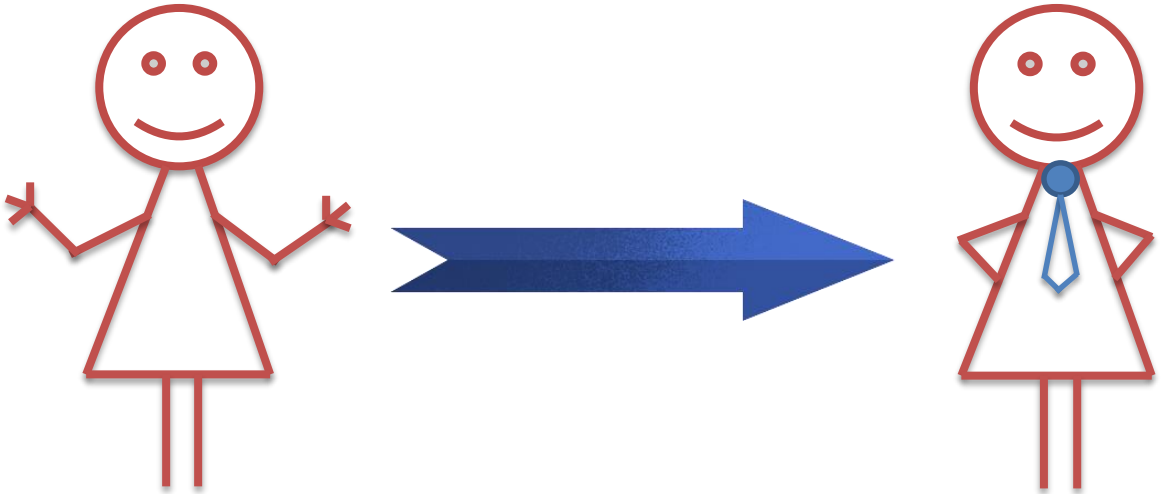


IS THIS FOR YOU?

- People skills
- Responsibility
- Communication
- Delegation
- Career path



MY TRANSITION



PROJECT X

- Mixed team of experts
- Conflicts, differences in opinion
- New responsibilities
- New, different workdays

PROJECT X

- Clear, ongoing communication
- Attempted programmer’s workday
- Scheduled carefully, delegated tasks
- Interest in team

PROJECT X



Productivity

Team spirit

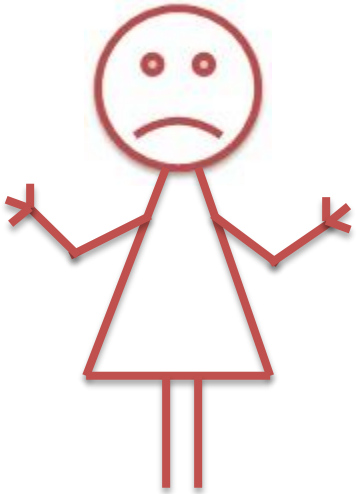
Work-life balance

PROJECT X

- Difference in perspective – management
- Make decisions
- Clear and open communication
- Less hands-on is ok!
- Delegate, delegate, delegate
- Acknowledge, compliment

CHALLENGE#1

- The Resistant Employee



CHALLENGE#1

- Detailed explanations
- Suggestions for improvement
- Help with priorities, estimation, POA

CHALLENGE#1

The employee resigned.



WHAT WENT WRONG?

- Manager was the mentor

→ No other outlet

- Communication not clear enough

→ Diverging conclusions

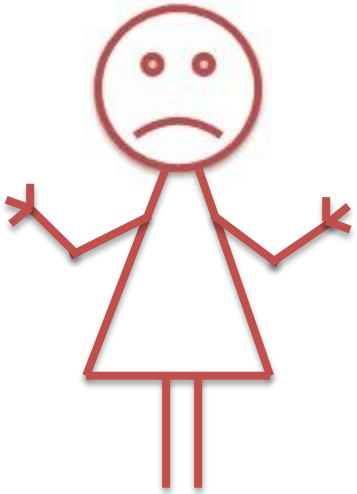
→ No real improvement

CHALLENGE#1

- Better positional hierarchy needed
- Set crystal clear expectations
- Regular check-ins
- Detailed explanations

CHALLENGE#2

- The Under-Performing Team Member



CHALLENGE#2

- Attempted help solo
- Development plan
  - Clear, actionable items of improvement
  - Measures of progress
  - Timeline

CHALLENGE#2

- Performance improvement
- Employee met expectations
- Employee felt more secure



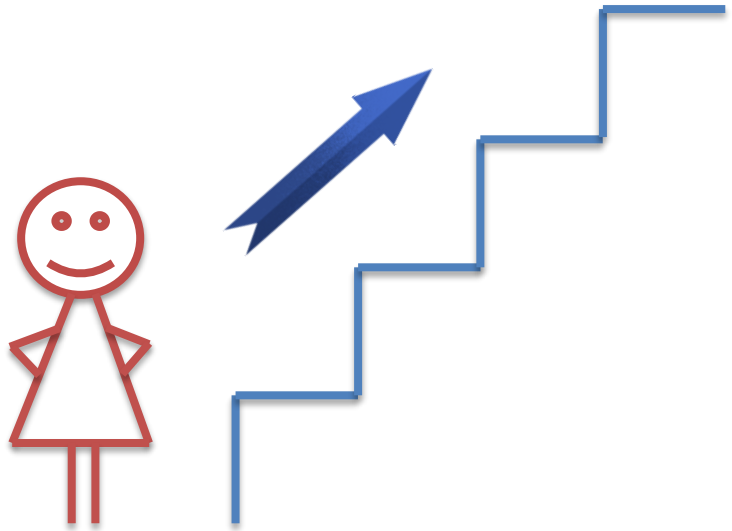
CHALLENGE#2

- WANT the employee to succeed
- Actionable, measurable items of improvement
- Encouragement

TAKEAWAYS and REWARDS

- Responsible for team

→ Empower people



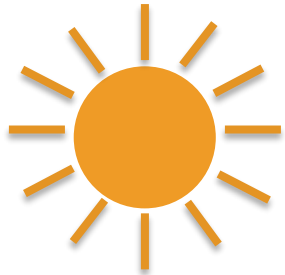
TAKEAWAYS and REWARDS

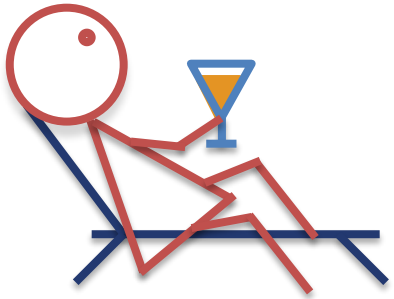
- Own work balance

→ Less stress

→ Accomplish more

→ Support team better





TAKEAWAYS and REWARDS

- Build a smart team

→ Smart team

→ Accomplish more

→ Be challenged



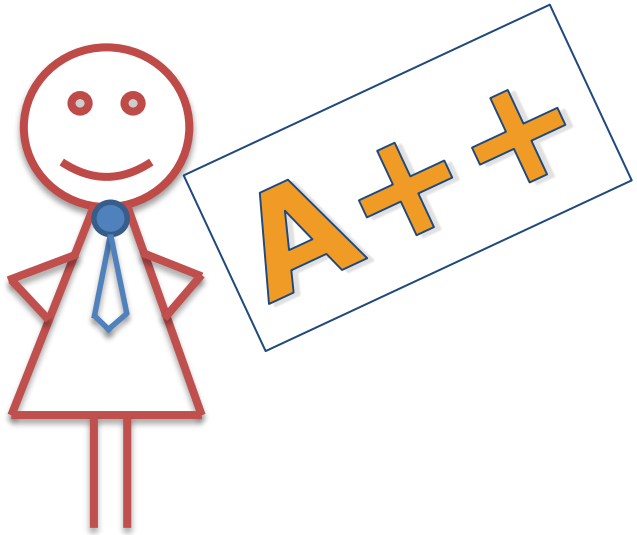
TAKEAWAYS and REWARDS

- Maintain high standards

→ Team trust

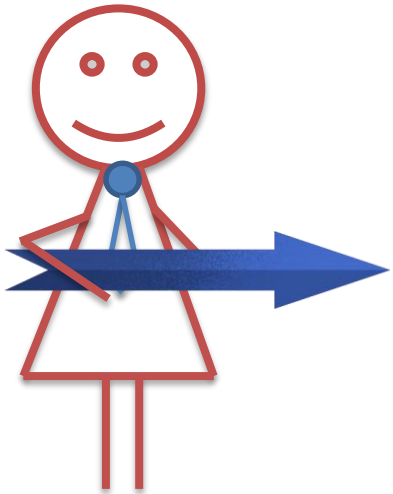
→ Team confidence

→ Robust deliverables



TAKEAWAYS and REWARDS

- Provide direction, support
  - → Team knows what is expected
  - → Team moves forward
  - → Team can focus
  - → Team has a GOTO person



TAKEAWAYS and REWARDS

- Evolve

→ Better managerial practices

→ Keep up with tech

→ Self-growth



TAKEAWAYS and REWARDS

- Team's success





THANK  YOU!